A STUDY OF GREEN HUMAN RESOURCES MANAGEMENT (GHRM) PRACTICES ON ORGANISATIONAL SUSTAINABILITY IN IT SECTOR

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Introduction

Green human resource management refers to the study and application of environmental management within commercial settings. Managing a company's environmental impact is ensuring that its manufacturing and service provision does no or as little harm to the environment as possible. Anna Marciniuk-Kluska 2018. In today's environmentally conscious and socially conscious business world, "green" challenges are nothing new. Human resource management in green corporations places a premium on technical and managerial expertise, as the creation of novel environmental initiatives and services has far-reaching managerial ramifications. (Rabbir et al., 2022)

When HR departments take an active role in promoting environmental responsibility in the workplace, Green Human Resource Management (GHRM) has emerged as a critical corporate approach. According to (Ahmad Shoeb, 2015) to enhance environmental sustainability and the efficient use of organizational resources, businesses might implement "Green HRM" policies. (Rasool et al., 2021).

There is a strong correlation between the GDP and the industrial or manufacturing sector in this growing nation (Sathyapriya et al., 2013). Therefore, it is a major contributor to national carbon emissions (about 21%), second only to agriculture. Furthermore, many academics argue that sustainable ecological and social performance can realize the business solution to sustainability concerns. Ecological performance is the manifestation of a company's dedication to environmental preservation as expressed through ecological care metrics (Renwick et al., 2008).

Environmental preservation and the betterment of human life all depend on the sustainable functioning of corporations as a whole. It improves efficiency in the workplace and cuts down on costs associated with turnover. In addition to assuring the survival and protection of the eco-system and societal wellness, it also helps businesses create and maintain a competitive edge in the global market (Orji, 2019). Therefore, it is important for practitioners and academics alike to

have a thorough understanding of the elements influencing the performance of corporations in terms of sustainability.

Green HRM is an organization's use of human resource management techniques that are both sustainable and kind to the environment. It's a crucial part of any sustainable business plan, since it encourages eco-friendly practices throughout the company and better environmental and social outcomes. Some of the most important components are green hiring practices and green compensation plans. Green human resource management (GHRM) plays a critical part in the creation of environmentally friendly business practices and procedures, which in turn boosts the long-term viability of businesses (Bag, 2019).

1.2 GHRM in IT Sector

The IT sector plays a significant role in today's global economy, driving innovation, technological advancements, and digital transformation across various industries. However, along with its numerous benefits, the IT sector also poses environmental challenges due to its energy consumption, electronic waste generation, and carbon emissions. In response to these challenges, organizations within the IT sector are increasingly adopting sustainable practices to mitigate their environmental impact and ensure long-term sustainability.

One crucial aspect of sustainable practices within organizations is Green Human Resource Management (GHRM). GHRM focuses on integrating environmental sustainability into human resource policies, practices, and strategies. It recognizes that employees are key stakeholders in sustainability efforts and aims to align HR practices with environmental objectives. By effectively managing human resources in a sustainable manner, organizations in the IT sector can not only reduce their ecological footprint but also enhance their competitive advantage, reputation, and overall organizational sustainability.The purpose of this study is to investigate the GHRM practices in the IT sector and their impact on organizational sustainability. By examining how organizations within the IT sector incorporate environmental sustainability into their HR practices, we can gain insights into the strategies, challenges, and outcomes of GHRM implementation in this context.

The research strategy will be mixed-methods, meaning it will combine qualitative and quantitative techniques. Human resource managers, sustainability officers, and other important stakeholders in the organization will be interviewed and held in focus groups to learn more about their thoughts and feelings on GHRM practices. These qualitative insights will provide a deeper understanding of the implementation challenges, best practices, and strategies employed by IT organizations to integrate sustainability into their HR processes.

Additionally, quantitative data will be collected through surveys distributed to a sample of employees within IT organizations. The surveys will measure their awareness, attitudes, and perceptions towards GHRM practices, as well as their perceptions of the organization's sustainability performance. This data will allow for statistical analysis, providing quantitative evidence on the relationship between GHRM practices and organizational sustainability outcomes.

The research will focus on various aspects of GHRM implementation within the IT sector. These may include recruitment and selection practices that emphasize sustainability skills and knowledge, employee training and development programs on environmental issues and practices, performance management systems that incorporate sustainability goals and metrics, employee engagement initiatives related to sustainability and the integration of sustainability values and practices into the organizational culture.

A theoretical perspective, the research will expand the understanding of GHRM practices specifically in the context of the IT sector, adding to the limited existing literature on this topic. It will provide insights into the challenges, opportunities, and outcomes of implementing GHRM in IT organizations and highlight the role of HR in promoting sustainability within this sector. The study will identify best practices and strategies that can be adopted and provide insights into the potential benefits and challenges associated with GHRM implementation. This knowledge will enable organizations to develop effective and tailored GHRM approaches that contribute to their overall sustainability goals.

1.3 Need of the Study

The study of Green Human Resource Management (GHRM) practices on organizational sustainability in the IT sector is essential for several reasons. Firstly, the IT sector is a significant contributor to environmental challenges, including high energy consumption, electronic waste generation, and carbon emissions. As sustainability concerns continue to grow, organizations in the IT sector must adopt sustainable practices to mitigate their environmental impact and ensure long-term viability. Human resources play a critical role in driving sustainability efforts within organizations. Employees are key stakeholders in sustainability initiatives, and their engagement and commitment are vital for successful implementation. GHRM practices provide a framework for integrating sustainability into HR policies, processes, and strategies, enabling organizations to align their human resources with environmental objectives. while there is a growing body of research on GHRM, there is limited specific focus on the IT sector. The IT industry has unique characteristics, including rapid technological advancements, high employee turnover, and a dynamic work environment. Therefore, understanding how GHRM practices can be effectively implemented in the IT sector is crucial for addressing the sector's sustainability challenges. GHRM practices can have various positive impacts on organizations in the IT sector. Implementing sustainable HR practices can enhance an organization's reputation, attract and retain top talent, improve employee morale and productivity, reduce costs through resource efficiency, and comply with environmental regulations. Therefore, exploring the relationship between GHRM practices and organizational sustainability outcomes in the IT sector is valuable for identifying the potential benefits and formulating strategies for success.

2.1 Review of Literature

The significance of GHRM practices in promoting environmental sustainability, enhancing organizational performance, and fostering employee well-being. GHRM practices can effectively integrate environmental concerns into their HR policies, practices, and strategies. Human resource management can be more in line with environmental objectives through strategies including "green" hiring and selection, "green" training and development, "green" performance management, and "green" employee engagement. In addition to lessening businesses' negative effects on the environment, GHRM policies have a number of other advantages. These practices enhance employee morale, engagement, and job satisfaction by promoting a sense of purpose

and environmental responsibility. They also foster a culture of sustainability within the organization, resulting in increased employee loyalty and commitment.

Rani and Mishra (2014) described that practices aim to promote environmental awareness, encourage sustainable behaviors, and align HRM strategies with the organization's sustainability goals. Firstly, these practices help reduce environmental impacts by ensuring responsible resource management, energy conservation, waste reduction, and eco-friendly practices. Secondly, Green HRM practices contribute to organizational competitiveness by fostering innovation, enhancing reputation, and attracting environmentally conscious employees and customers. Thirdly, they enhance employee engagement, job satisfaction, and commitment, as employees feel a sense of purpose and pride in working for an environmentally responsible organization.

Green HRM practices, such as eco-training and development programs can provide employees with knowledge and skills to understand and address environmental issues. By offering training on sustainable practices, waste reduction, energy conservation, and responsible resource management, organizations can empower employees to make environmentally conscious decisions in their daily work activities. Green HRM practices can foster a culture of sustainability within the organization. This can include actions like reducing paper usage, recycling, using energy-efficient equipment, and promoting green initiatives within their teams and departments. Green HRM practices can also incentivize and reward employees for their environmental performance. These incentives and rewards serve as motivators for employees to engage in environmentally friendly practices and improve their environmental performance.

Psychological green climate refers to the perceived organizational support and emphasis on environmental sustainability. When employees perceive a strong green climate within their organization, where environmental concerns are prioritized and integrated into the organizational culture, it positively influences their green behavior. Employee green values refer to individuals' personal beliefs, attitudes, and values towards the environment. When employees hold strong green values and identify with sustainability principles, they are more likely to exhibit green behavior in the workplace. Green HRM practices can reinforce and strengthen employee green values by providing opportunities for environmental involvement, recognition, and rewards. Through initiatives such as eco-training, communication of sustainability goals, and performance

management systems, organizations can tap into employees' green values and motivations, fostering a greater commitment to environmental sustainability.When green HRM practices are effectively implemented, they contribute to the development of a psychological green climate that supports and encourages green behavior. This, in turn, reinforces and aligns with the green values of employees, resulting in increased engagement in environmentally friendly practices and behaviors.

Green HRM practices, such as training and development programs,. communication of green goals and expectations, and performance management systems, play a crucial role in shaping employees' understanding and awareness of environmental sustainability in the context of service delivery. These practices create a foundation for fostering green service behaviors among employees. The mediating effect of green knowledge sharing suggests that when organizations adopt green HRM practices, employees are more likely to acquire and exchange green knowledge within the organization. Green knowledge sharing involves the transfer of environmentally friendly practices, ideas, and information among employees, departments, and teams, thereby creating a collective understanding and commitment to sustainable service delivery.

Green HRM refers to the integration of environmental sustainability principles into HRM policies, practices, and strategies. The green HRM shows promoting environmental sustainability, enhancing organizational performance, and fostering employee well-being. Green HRM practices, including environmental scanning, policy formulation, implementation, and evaluation. Cherian and Jacob (2012) Green HR practices involve integrating environmental sustainability principles into HR policies, procedures, and strategies. The importance of green HR practices are promoting sustainable organizational practices, enhancing employee engagement, and achieving environmental goals. Also covered are topics like "green" training, "green" performance management, and "green" employee engagement, to name a few.

Guerciet al. (2016) looked into how green HRM approaches might help facilitate the translation of stakeholder pressures into measurable gains in environmental performance. Stakeholder theory, the resource-based view, and the dynamic capabilities viewpoint all contribute to the study's overarching conceptual framework. Regulatory requirements, customer demands, and community expectations are all mentioned as stakeholder pressures that may affect the adoption

and implementation of green HRM practices. The relationship between stakeholder pressures and environmental performance is anticipated to be mediated by strategies including green recruiting and selection, eco-training, and green staff engagement. It provides understanding of the processes by which businesses react to stakeholder demands and improves environmental performance through green HRM policies and procedures.

Saeed et al. (2019) examined how green HRM methods affect employees' environmental consciousness and their subsequent pro-environmental actions. Employees' pro-environmental actions are predicted to rise as a result of green human resource management methods such green training and development, environmental performance evaluation, and green communication. Muisyo et al. (2022) examined the impact of green HRM practices on the firm's potential to achieve a sustainable competitive advantage in the context of environmental sustainability. These practices include green recruiting and selection, green training and development, and green performance management. The study proposes that green HRM practices enhance employee environmental knowledge, skills, and motivation, leading to improved environmental performance and differentiation in the marketplace. The findings contribute to understanding the mechanisms through which green HRM practices can drive green competitive advantage and provide insights for manufacturing firms seeking to gain a sustainable edge in a rapidly changing business environment.

2.2. Green HRM practices

- **Recruitment & Selection**

A good ecological value fit is crucial not only for landing a job, but also for boosting job happiness and ensuring long-term employment. An efficient Green Recruitment & Selection process will allow for an open dialogue between the recruiter and the participant, taking into account the latter's pro-environmental attitudes and socio-environmental demands, in order to assist green selection. Employees are more likely to take action to improve environmental performance as a result of this. If a job prospect is unwilling to disclose relevant information or changes their application in order to game the green selection process, the employer will have a more difficult time gauging the applicant's genuine concern for the environment. Saeed et al. (2019)outlined how businesses with a focus on environmental sustainability and social responsibility gave rise to the field of Green Human Resource Management (green HRM). The

purpose of this research is to analyze the connection between green HRM practices and pro-environmental actions taken by employees. These practices include green recruiting and selection, green training and development, green performance management and assessment, green reward and compensation, and green empowerment. Green HRM practices and pro-environmental behavior were influenced by both environmental knowledge and pro-environmental psychological capital. New tools improve productivity by attracting and vetting applicants at the same time in the early stages of the hiring process, leading to shorter overall hiring and socializing times. High-tech recruitment games are also marketing tools since they can boost company recognition, improve public relations, and position the company favorably in the local labor market. Derous, E., & De Fruyt, F. (2016) Organizational success rises as hiring methods are refined. The primary goal is to identify common approaches used by businesses in the hiring process and to assess the impact of these approaches on productivity in central cooperative banks. It is theoretical, relying heavily on previously collected information.

- **Performance Management**

Rizvi and Garg (2021) concluded that hiring environmentally conscious people, upgrading their green skills by providing appropriate training on environmental issues, and finally by engaging employees in the formulation and implementation of environmentally-related strategies. All these initiatives will help organizations in achieving a green. Also, since we saw that green recruitment and selection, green training and education and green employee engagement have both direct effect and indirect effect through the mediating effect of culture, on the Employee Performance of organizations, thus managers should work towards improving these strategies to reap more benefits in terms of improved EP and should also take immediate steps to build a culture of environmental sustainability in organizations. Green human resource management practices are related to the performance of the environment, the effectiveness of the organization, and the sustainability of the organization. Variables like employee engagement, pro-environmental behavior, OCBE, Green Employee Behavior, Personality Attributes, individual green values, and serving culture play a role in mediating and moderating these relationships. Practices and environmental performance with a moderating and balancing effect on work life, serving culture, employee green ideals, employee engagement, etc. Organizations rely heavily on performance management as a means of ensuring that employee and team efforts contribute to the achievement of company goals. Performance management incorporates key elements and

stages of the process, including goal setting, performance measurement, and feedback and coaching, and performance evaluation.

Folan and Browne (2005) explored the evolution of performance measurement towards performance management. It examines the key concepts, theories, and frameworks that have shaped the field and highlights the challenges and opportunities associated with this paradigm shift. Developments in performance management, focusing on emerging concepts, technologies, and practices that have gained prominence in recent years. The review highlights the increasing importance of agile performance management approaches in today's fast-paced and uncertain business environment. They also discussed the role of technology in supporting agile performance management, including the use of mobile applications, real-time data analytics, and digital platforms for performance monitoring and feedback. They alsoexplained that the potential benefits of data-driven performance management, such as improved decision-making, enhanced transparency, and the ability to identify and address performance trends and patterns.

- **Learning & Development**

The impact of training and education on business output is substantial. They demonstrated the favorable impact of training and development, in-service training, training design, and training delivery style on business outcomes. Employee productivity and performance can improve with well-planned training and development, which can lead to increased pay. Khan et al. (2011)emphasized the significant importance that training and development programs have in determining the success and productivity of businesses. Training programs that adequately equip workers with the information, skills, and capacities to efficiently and successfully carry out their jobs were determined to be the most successful. This leads to improved individual and team performance, as employees become more competent and confident in their jobs. By enhancing employee performance, training and development initiatives contribute to overall organizational productivity. Consequently, training and development initiatives can positively impact employee retention rates, reducing turnover and associated costs. In addition to improving performance and engagement, training and development enable organizations to adapt to changing market dynamics and technological advancements. Training and development have an unquestionable effect on business results, as previously established. Employee development programs have a multiplicity of positive effects on the firm as a whole. Training and development programs help

workers perform better by giving them the information and experience they need to do their jobs well. As a result, output, output quality, and satisfaction among customers all rise. Tannenbaum et al. (2009)explored thatinformal learning refers to the spontaneous, self-directed acquisition of knowledge, skills, and attitudes that occur through daily work activities, interactions, and experiences. In contrast to formal training programs, informal learning takes place naturally and often unconsciously.

- **Succession Planning**

Durst and Wilhelm (2012) discovered that staff employees understand the need of preserving institutional knowledge. However, due to the company's financial status, no actions can be taken to address the issue of undocumented knowledge, the dominance of tacit knowledge, or the selection and training of successors. Succession planning as a critical component in today's highly competitive job market. Investing in your staff has a noticeable effect on the bottom line and helps your business expand. Griffith, M. B. (2012)explained that organizations need to implement systematic processes for identifying nurses with leadership potential, assessing their skills and competencies, and providing them with opportunities for growth and development. Mentoring and coaching plays a vital role in succession planning. Establishing formal mentoring programs where experienced leaders guide and support emerging leaders can facilitate knowledge transfer, skill development, and career advancement. Coaching programs can also provide personalized guidance and support to aspiring leaders. Succession planning can develop competent leaders, ensure continuity of leadership, foster talent development and engagement, and facilitate effective knowledge transfer. Organizations that successfully integrate these practices are better positioned to navigate future challenges and achieve long-term success. The research emphasizes the significance of proactive planning and early identification of potential successors. Succession planning is most effective when it involves systematic talent identification, assessment, and development programs. Succession planning emphasized on mitigating the negative consequences of leadership gaps and promoting organizational stability. They also found that a well-designed and comprehensive succession planning process leads to numerous benefits. These include increased leadership continuity, improved employee engagement, enhanced organizational performance, and reduced talent acquisition costs. Organizations that invest in succession planning also experience smoother leadership transitions and reduced disruptions during periods of change.

- **Compensation and Benefits**

Things like employee motivation and financial rewards have a significant impact on business results. It's common knowledge that a motivated workforce produces better results. Researchers observed a favorable and statistically significant relationship between employee motivation and performance on the job. Employees whose work is affected by pay levels show a large and positive correlation between pay and performance. Employee productivity is significantly and favorably impacted by financial incentives. Iptian et al. (2020) defined that work discipline and salary are two of several elements that affect employee success. A positive and statistically significant correlation between workplace discipline and pay and productivity was discovered. Employee performance is also positively and dramatically impacted by pay. They also discovered that financial incentives can significantly boost productivity. Employee output benefits from compensation in a major and beneficial way. There is a correlation between worker productivity and factors like workplace discipline and pay. Competitive pay and benefits are essential in today's highly competitive job market if employers want to attract, motivate, and retain top talent. Organizations are increasingly adopting transparent pay practices, disclosing salary ranges, and addressing pay disparities to promote fairness and build trust among employees. Gender and diversity pay gaps are being scrutinized, leading to a greater focus on creating equitable compensation structures. Flexible working hours, remote work arrangements, wellness programs, and financial incentives tailored to specific employee segments.Adler and Ghiselli (2015) defined that compensation and benefits influencedemploys' perceptions and preferences when considering job opportunities. Attractive compensation packages can enhance the perceived value of employment opportunities and positively influence perceptions of an organization's desirability. Organizations that offer such benefits are perceived as supportive, caring, and committed to employees' overall well-being, which positively influences employees' perceptions and attraction towards those organizations.

3. Statement of the Problem

The various studies have been explored in the review of literature for the knowledge and insight on Green HRM. No specific study has conducted on **"A study of Green HRM practices on Organizational Sustainability in IT sector".** In the recent era, mostly companies are being

faced the problem of Green HRM practices for organizational sustainability. The present study will helpful for IT sector for organizational sustainability.

4. Objectives

1. To identify the various Green Human Resources Management (GHRM) practices implemented within the IT industry.
2. To assess the level of awareness of Green Human Resources Management (GHRM) practices on organizational sustainability within the IT industry.
3. To determine the relative strengths of various identified GHRM practices on organizational sustainability in IT industry.
4. To identify the various challenges faced by IT industry for implementing the GHRM practice on organizational Sustainability.

5. Hypothesis

1. H1: There is an awareness of GHRM on organizational sustainability in IT industry.
2. H1: There is a significant impact of GHRM practices on organizational sustainability in IT industry.
3. H1: There are various challenges faced by IT industry for implementing the GHRM on organizational sustainability.

6. Research Methodology

The present study is based on descriptive and exploratory. Researcher will develop a self-administrated questionnaire for collecting the data from primary sources to achieve the objective of the research. The objective of questionnaire is gathering the information from IT sector related to Green HRM practices on Organizational Sustainability. The researcher will use the convenience sampling method for collecting the data from Delhi National Capital Region (NCR) in India. Sample size of the study will be approximate 1000 responses from IT sector of Delhi NCR in India. The collected data will be examined by statistical methods such as descriptive statistics, factors analysis, t-test, ANAOVA, Post-Hoc analysis, Correlation, Regression and others. Data will be presented in table, figure and charts. Data will be examined through SPSS, Microsoft Excel, and others

7. Pilot study

A pilot study will be conducted in Delhi NCR in India. 100 data will be collected from respondents.

8. Importance and significance

This study illustrates the effect that Green Human Resource Management techniques have on the long-term viability of IT companies. Components of Green Human Resource Management in the Information Technology Industry will be investigated. In this research, researcher will check the awareness and challenges faced by IT sector for implementing the Green HRM practice in IT sector. The research will be helpful for IT sector for managing the Green HRM practices for organizational sustainability.

9. Work plan

Chapter 1: Introduction: In this chapter, Green HRM practices on organizational sustainability in IT sector will be discussed.

Chapter 2: Review of literature: Various research papers are studied related to Green HRM practices and organizational sustainability. .

Chapter 3: ResearchMethodology: In this chapter research methodology will be described to achieve the objective of the study.

Chapter 4: Analysis and Interpretation: Data will be analysis though different statistically tools and interpreted in this chapter.

Chapter 5: Finding and Conclusion: Result and conclusion of the study will be obtained in this chapter.

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